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27 April 1959

MEMORANDUM FOR: Mr. Dulles

**SUBJECT: Senator Jackson's Speech at the
National War College**

You asked for comments on Senator Jackson's references to the OCB.

He makes the following broad points:

The U. S. has no national cold war strategy, such as has enabled us to perform competently in times of hot war.

Various committees (e. g. Gaither) have repeatedly produced constructive suggestions. But these are never acted on.

The NSC planning mechanism, as now constituted, compromises issues at lower levels. What is required is to present to the top Executive branch leaders clearly-defined issues; the Chiefs should make the compromises, not the Indians.

True creative effort can only be accomplished by those closest to operating problems. Thus each Department should establish a policy-planning staff with real prestige and access to the Department head. The heads of these staffs would constitute the NSC planning staff. The prime objective would be to get critical issues to the top and get them there in time.

Then, the OCB could come into its own. There is a need for such an agency, but coordination of operations presupposes a national strategy. Since there is none,

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the OCB cannot perform properly. "It cannot wield the baton because there is no orchestra, only a collection of anarchic musicians . . ."

Congress can play a role of "prodding, poking and irritating" the Executive branch into developing a national strategy and organizing for that purpose.

There is a good deal in what he says, particularly with respect to compromises on papers and issues ("The paper which is already inoffensive to every Department may be easily approved, but it is also useless"). This particular criticism is directed at NSC, not OCB, papers, but the flaw exists in both.

However, I don't think it's a fatal flaw. Further, I think it's probably inherent in our basic system of government and we're just not going to change.

When Jackson says the OCB can't coordinate because there is no strategic direction, he exaggerates. It's really not all that bad. I think the way the OCB operates - and probably its frame of reference - are not laboratory-perfect, but we're not dealing with a laboratory exercise (and let's hope we never will be!).

I'm informed that the Senator's assistant for this sort of thing is a former member of the State Policy Planning Staff, under Nitze. This sentence is revealing: "Policy Planning Staffs could be set up in each main Department, with a position, role and prestige like that of the Policy Planning Staff in the State Department in the Truman administration."

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cc: DDCI

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